

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST (TIP)

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Opinions expressed are those of the writers and do not necessarily reflect the official positions of the Division of Industrial-Organizational Psychology unless so stated.

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REFERENCES

1. Morrison, A.M., McCall, M.W. Jr., & DeVries, D.L. *Feedback to Managers: A Comprehensive Review of Twenty-Four Instruments*. Center for Creative Leadership, 5000 Laurinda Dr., Greensboro, NC 27402 (Pertains to MLMS only).
2. Wilson, C. L. The Wilson Multi-Level Management Surveys: Refinement and Replication of the Scales. *JSAS Catalog of Selected Documents in Psychology*, APA, May 1978, Ms 1707.

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Author and Publisher

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ANNOUNCEMENT

The Department of Psychology, Virginia Polytechnic Institute and State University offers the Ph.D. in Applied Behavioral Science. The program is designed to prepare students for a career in Psychology with the specific intent of identifying and solving problems in a variety of environmental settings. Specialization within the program is focused on industrial/organizational psychology, human performance/engineering psychology, and environmental psychology. The I/O program is designed according to the Scientist-Practitioner Model of the Division 14 Guidelines. For information write **Dr. Joseph A. Sgro** or **Dr. John Bernardin**, Department of Psychology, VPI & SU, 5081 Derring Hall, Blacksburg, Virginia, 24061.

CALL FOR MANUSCRIPTS

The *Academic Psychology Bulletin* announces a call for papers for its second and third issues (October 1979 and January 1980). The *Academic Psychology Bulletin* is published quarterly by the Michigan Psychological Association. It is a refereed journal whose aim is to effect a closer rapprochement between psychologists in academic and research settings and psychologists involved in the practice of psychology. For further information contact the Editor, Norman Abeles, Ph.D., Department of Psychology, Michigan State University, East Lansing, Michigan 48824.

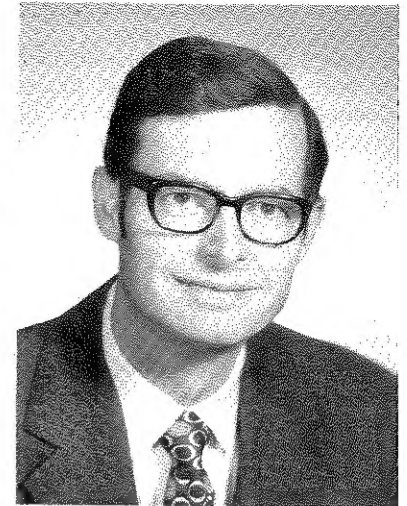
Availability of Brochures on I-O Psychology

The brochure "A Career in Industrial-Organizational Psychology" has been revised and updated by **Paul Duffy**. A second brochure, "The Industrial-Organizational Psychologist" is also still available. Copies of either brochure can be obtained by writing **Laurie Broedling**, Chairperson of Division 14 Public Relations Committee, Navy Personnel R&D Center, San Diego, CA 92152.

ANNOUNCEMENT

The 1978 *Survey of Graduate Programs in Industrial/Organizational and Organizational Behavior* is now available at \$1.50 per copy. Send check or money order to: **DR. LEWIS E. ALBRIGHT**, Director, Training and Development, Kaiser Aluminum and Chemical Corporation, 300 Lakeside Drive, Oakland, CA 94643. The booklet contains over 70 program summaries including masters' level as well as doctoral level programs. The booklet can be very useful in counseling undergraduate students.

Focus on Lewis E. Albright



Your new Secretary-Treasurer is a transplanted Midwesterner now living in California. Lew is with the Kaiser Aluminum & Chemical Corporation, most recently as Director of Training & Development. The Kaiser headquarters is in Oakland, just across the bay from San Francisco. Lew is presently on special assignment to one of the operating divisions to assist with the selection and development of employees in the maintenance function at several manufacturing facilities. Rising maintenance costs and large numbers of recent retirements from the maintenance organization have focused special attention on human resources needs in this division.

A native of Detroit, Michigan, Lew was raised in the Chicago area and received his B.S. in psychology from Northwestern University. Although the emphasis in the psychology department at Northwestern was strongly experimental, a couple of applied courses were available and these stimulated Lew's interest in the I/O field subsequently. First, though, he completed a Master's Degree in general psychology at the University of Missouri, Columbia, Missouri. Honing in on I/O, he journeyed to Purdue and received his Ph.D. in 1956 with **Chuck Lawshe** as his major professor. After a summer job with the International Harvester Company, Lew joined the Employee Relations Research Department at the Chicago headquarters of the Standard Oil Company (Indiana). Together with Division 14er **Jim Glennon** and others, he worked on a broad spectrum of issues familiar to most personnel researchers, e.g., employee selection and placement, attitude measurement, performance appraisal, and management development methods. Several studies on the uses of biographical data in selection and placement of research scientists were published, strongly influenced by **Bill Owens**, who was a consultant to the Employee Relations Research group at the time. Beginning as Research Assistant, Lew advanced through a number of positions with both Standard Oil and American Oil Company (Standard's manufacturing and marketing subsidiary) to become Director of Employee Relations Research for the parent company. During this period, he also taught evening courses in personnel selection, and managerial psychology at the University of Chicago and Northwestern's downtown campuses. In 1966, the lure of a new location and a new challenge took him to California.

Since joining Kaiser Aluminum, Lew's efforts have been divided between "traditional" I/O psychology, e.g., testing and selection, with a particular emphasis on equal employment opportunity, and newer areas such as management succession planning, organization planning and organization development. More recently, training and development of salaried employees has also been a major interest.

In the equal employment area, Lew was a member of the Department of Labor Advisory Committee on Selection and Testing, the group which worked on the OFCC Testing Order. He has maintained an interest in subsequent government testing guidelines and has written and spoken on these as various drafts have appeared. One of the first test validation studies which Lew worked on for Kaiser, and reported at an APA meeting, was later reprinted in full as an

example of validation methodology in the plaintiff's Supreme Court brief in the *Griggs v. Duke Power* case.

Lew's professional interests include active participation in Division 14 affairs as both member and past Chairman of the Workshop Committee, Program Committee, and Committee on Committees. He is also a member of the editorial board of *Personnel Psychology*.

LETTER

(Editor's note: The following letter was sent to Charles Kiesler on Feb. 12, 1979. TIP strongly supports the position taken by John Campbell, and urges Division 14 members to write Dr. Kiesler at APA expressing their concern with these important issues.)

Dear Mr. Kiesler:

I am writing with reference to the Consideration of the COSL Model Plan for State Legislation and the Proposal for a National Commission of Education and Credentialing in Psychology by the Board of Directors at their March retreat. The Division 14 Executive Committee met on February 2 and 3, reaffirmed the Division's intense interest in these matters; and instructed me to communicate the following sentiments to the Board.

The specifics of our reactions to these two documents have been enunciated in various letters to BPA and in my October letter to you. These views have not changed. It is our strong belief that a broad generic approach to licensure will not, and does not, work. As regards professional practice in industrial and organizational psychology, the generic approach to licensing and accreditation serves neither our guild interests nor the interests of the public. It will only create more conflict among the professional specialties within applied psychology and further complicate the organizational problems of APA.

In our view, the next step should be to implement an explicit procedure that will allow each specialty to develop the specific policies by which it would want to be judged and regulated. We would like to say again that, in our opinion, the processes by which recent APA policy statements regarding professional affairs have been developed have not been characterized by sufficient consultation with all interested groups. These procedures have been dominated to too great an extent by one particular specialty.

Because there have been a number of such difficulties recently and because such policies are formulated within the structure of APA boards and committees, we strongly believe that the processes by which the memberships of such boards and committees are constituted should also be critically re-examined. For whatever reason, the composition of those boards and committees having responsibility for professional affairs has been heavily skewed toward one particular specialty. It would benefit all of applied psychology if such imbalances were prevented.

Thank you for your attention to these remarks. If I or other members of the Division can be of further service, do not hesitate to call on us.

Sincerely,

John P. Campbell
Past President
Division 14

HIGHLIGHTS OF DR. JOHN B. WATSON'S CAREER IN ADVERTISING by Cedric A. Larson

After John B. Watson resigned his professorship at the Johns Hopkins University in Baltimore in 1920, he went to New York City, and there embarked on his second career in the advertising business. He became one of the best-known men in the advertising industry, and stayed in that profession until he retired from the field in 1945.

He tells us in his autobiography: "Upon resigning, I went to New York stranded economically and to some extent emotionally. I lived the summer and fall out with William I. Thomas." Watson had been divorced a few months before, and had re-married Rosalie Rayner, a Vassar graduate, and daughter of a prominent Baltimore family. Thomas was a prominent sociologist, and he, too had been dismissed from his post at the University of Chicago. Thomas, however, had friends who worked for the J. Walter Thompson Company, then the world's largest advertising agency. They secured an interview with the president of the advertising agency for Watson. The president, Stanley Resor, was one of the most influential men in advertising, and he hired Watson.

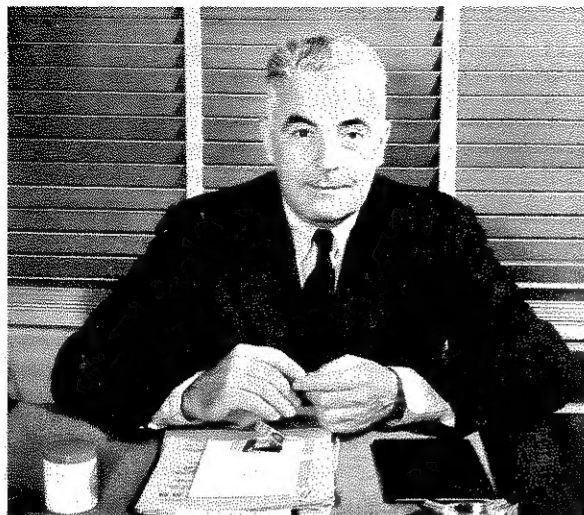
To test his mettle, Watson was sent out on the road at first. His initial task was to study the rubber boot market on each side of the Mississippi River from Cairo to New Orleans. He was then sent on a three month trip to sell Yuban coffee to groceries in Pittsburgh, Cleveland and Erie, Pennsylvania. "Yubanning is a strenuous job," Watson wrote in a letter. "We are up at 6:30 am., have a meeting at 7:45 and by 8:15 we are on the trail of the grocer. The mills are shut down and times are hard." None the less, Watson made a creditable showing in all this field work, and Resor brought him into the New York office thereafter as a member of his staff.

Watson studied every department of the firm: media, research, marketing and copywriting. But he "knew little about the great advertising god, the consumer." So he made private arrangements to clerk in Macy's Department Store for two months during the summer of 1921. He reported that it took him a little over a year "to find myself in the agency." He said that he soon learned "that it can be just as thrilling to watch the growth of a sales curve of a new product as to watch the learning curve of animals or men."

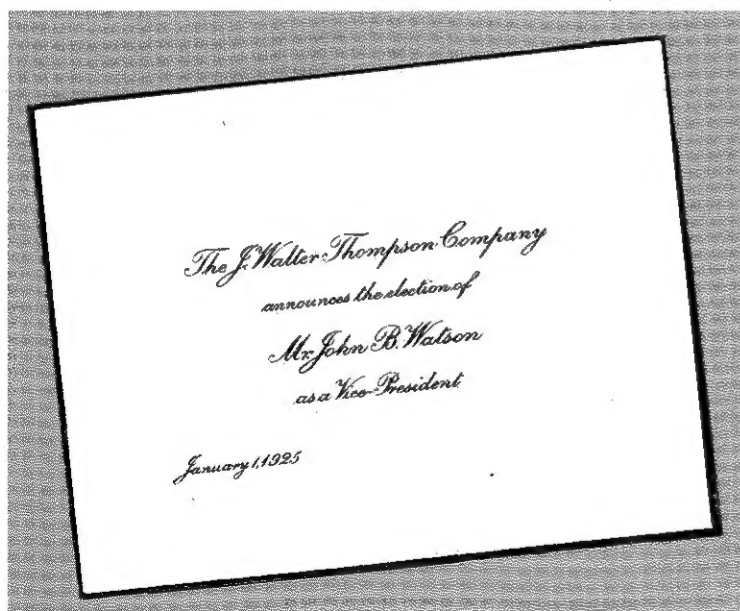
Stanley Burnet Resor (1879-1962) was the driving force that caused the greatness of the J. Walter Thompson Company, for decades the greatest firm of its type in the world, with offices all over the globe. He became a legend in his time and was called the "dean of American advertising." He was in great demand as a speaker at conventions, conferences and for radio talks. But he was a modest and unassuming person, and he soon discovered that Watson was a good emissary to send in his stead. Watson was an excellent speaker, and made a good impression. He was handsome, personable and loved the limelight. He became a sort of ambassador-at-large for the Company, did much travelling in the United States and Canada and made four trips to Europe. He had all kinds of speaking engagements in New York City, and taught at Columbia, the New School and the Cooper Union.

Watson was made a vice-president of the J. Walter Thompson Company in 1924 and shortly thereafter was earning a salary of \$20,000 a year, big money in

(Editor's note.--Upon request from TIP, Cedric Larson provided the following story and memorabilia on John Watson and his work as an "applied scientist" in advertising.)



"This is how Watson appeared at his desk in the advertising industry. This picture was taken in 1935 or 1936, when Watson would have been 57 or 58. I hope to use it in my biography of Watson. You can see he was quite a personable individual. I believe this photograph has never been published except in an agency publication." Cedric Larson.



This is a xerox copy of an original in the collection of Watsoniana of Cedric Larson. According to Larson, he thinks he may possess the only original card that announced Watson's appointment as Vice-President.

those days. He wrote several books during the 1920s, a long list of journal and popular magazine articles, and almost innumerable lectures and radio talks. In the 1920s behaviorism swept America like a prairie fire. After Watson published his book *Psychological Care of Infant and Child* in 1928, previously serialized in *McCall's*, a whole generation of American children were reared in behavioristic tenets. The book was translated in several foreign languages.

L.T. Birnbaum in her study of behaviorism offers an interesting insight: "For some years Resor had been impressed by the consistency of response from advertisements which included a coupon, or suggestion. He encouraged Watson to continue his interest in behaviorism in order to 'codify the laws of human reactions,' laws which Resor firmly believed were completely analogous to the laws of inanimate nature." Watson gave countless lectures to business executives on the application of behavioristic psychology to business and industry. Behaviorism became such a great influence in every phase of American life in the 1920s that Horace Kallen, a noted philosopher of that day, described it as a "major intellectual revolution."

Space forbids going into the detailed work of Watson at the J. Walter Thompson Company. He personally handled the advertising of several well-known products, and studied various methods and techniques to promote their sale. He would visit successful retailers and find out what products were selling best and why by personal interviews. His advertising clients were invariably well pleased with his services.

After the stock-market crash of 1929 Watson seemed to slow down a bit. His wide-ranging activities became fewer, although he still lectured and did some publishing. In the early 1930s, he purchased a 40-acre estate near Weston, Connecticut and built a beautiful fieldstone home, designed by an architect. He built a huge barn, with many other out-buildings and owned horses, dogs and livestock. He was always fond of animals and loved to be near them. His wife and two young sons by his second marriage found it a delight. Then tragedy struck. His wife Rosalie, twenty years his junior, after a trip to the West Indies, contracted a tropical fever, and died in June 1935. In a way the light seemed to go out of Watson's life at this time. He ceased to be a man-about-town and more and more spent time on his estate with his two boys.

In 1935 he resigned from the J. Walter Thompson Company and joined the newly established firm of William Esty and Company. He remained with this firm for ten years, devoting himself solely to his advertising work and to home life. His title in the new firm was vice-president, the title usually given to account executives. He was well-liked in the Esty organization but during the decade there Watson seems to have had "a passion for anonymity" and no articles, lectures or books came forth.

To students of advertising, it might be interesting to know that in his 25 years in the advertising business, Watson guided the advertising procedure for such successful advertisers as Baker's Coconut; Pond's Creams, Tissues and Powder; Unguentine, Maxwell House Coffee; Baker's Chocolate; Johnson & Johnson Baby Powder; General Motors Export, Pebecco Toothpaste; S.T. 37 Toothpaste and Mouth Wash; Corning Glass; and Hellmann's Mayonnaise.

After retiring from the Esty Company in 1945, Watson spent his remaining years in Connecticut, living a quiet life. He passed away on Sept. 25, 1958, the birthday of his second wife, Rosalie.

(Editor's note: The following has been excerpted from Division 14's Long Range Planning Committee report written by Chair Art MacKinney. This report reflects the LRP's first efforts for this year, thus, recommendations are premature. If you have any thoughts on this matter, write to: Art MacKinney, Vice Chancellor for Academic Affairs, University of Missouri - St. Louis, 8001 Natural Bridge Road, St. Louis, MO 63121.)

APA Reorganization

There are three proposals for APA Reorganization that are receiving substantial attention. The Board of Scientific Affairs proposes four "assemblies": one for deliverers of professional clinical services, one for researchers, one for teachers, and one for deliverers of professional services to agencies and organizations. APA President Nick Cummings proposes a plan whereby the general membership rather than Council elects the Board of Directors as well as Secretary-Treasurer and the President-elect. He further proposes that the President be elected in rotation from the three "major" prototypical sectors of APA: scientific, social issues, and professional. Finally, Division 31 (State Affairs) proposes a plan consisting of three assemblies: academic-scientific, professional, and public interest. Of course, these three do not necessarily exhaust the list; these just happen to be the most visible so far.

The problem the LRP sees in these proposals, is that all have at least the potential for breaking up Division 14. We are on record as believing (see earlier LRP reports) that the scientist-practitioner model is a key and central component in our identity as I-O psychologists as well as the key to our contributions to society. Thus we believe that Division 14 should continue to dominate the preparation and the practice of I-O psychology.

LRP acknowledges that the BSA model specifically states that divisions may continue as entities within APA and that they may affiliate with as many assemblies as they desire. We have at least three reservations: cost, dividing of member identities along assembly lines thus reducing the long-term probability of retaining a viable Division 14, and how subunits would be represented within the assembly and within APA as a whole. There may be others.

An approach to resolving the reorganization question, and here we are indebted to Dick Campbell for his suggestion, is to try to identify those criteria that should govern our decision on the question. LRP has tried to assemble such a list, admittedly fuzzing over occasionally from criteria into needs, goals, and the like. Thus the list is only loosely regarded as criteria; it might better be thought of as things to think about as we approach this APA reorganization issue.

1. Division 14 must be retained as a unit.
2. I-O psychology must maintain the scientist-professional model.
3. Division 14 must maintain its present membership mix to include industrial, consulting, and academic members.
4. Division 14 must retain and if possible increase our influence on Council.
5. Simple solutions to APA complexity (e.g., all of the proposals above) may not work. We could learn to live with the present complexity.
6. Division 14 should encourage a strong alliance with other scientist-practitioner modelers; examples include Division 5, 17, 19, 21, and 23. There are others.
7. Division 14 should not have to continually fend off the health-care providers.
8. Division 14 should shift off the defensive and on to the offensive, especially in regard to professional issues.

9. Division 14 should realize a reasonable return on the investment our members make in APA. Dues should be a worthwhile expenditure.
10. APA should provide for a reasonable amount of space regarding I-O psychology in the *APA Monitor* and the *American Psychologist*.
11. APA should provide for a dues structure which varies according to the amount of service needed.
12. APA should provide funding assistance for our legal involvements.
13. Division 14 should improve I-O Psychology's image within American Psychology.
14. Division 14 members should get involved in leadership positions at the state level. Examples include licensing boards and the state associations.
15. APA should produce valid (for the practice of I-O psychology) examinations for licensure.
16. Division 14 should identify APA reorganization plans and place them in rank order in terms of Division preference and instruct appropriate Division officers in this regard.

Applying certain of these criteria, the LRP's current thoughts in regard to the various reorganization plans, in our order of preference, are as follows:

1. A two-factor solution; health-providers and others. (Admittedly this violates at least one of the guidelines cited above, but it should be entered into the deliberation processes in any event.)
2. Any reorganization plan that retains all of APA's scientist-professional modelers together in one assembly. The BSA model may have this potential.
3. No change in the present APA structure; the Cummings model, with some tinkering, might have this potential.
4. Withdraw from APA and re-establish the (pre-1946) American Association of Applied Psychology (AAAP).
5. Withdraw from APA and merge with the Academy of Management.

Licensing in New York

(Editor's note: The following excerpt is from a statement by Jacob Chwast, President of the New York State Psychological Association, to a legislative hearing of the Board of Regents on a number of professional concerns. This section of his statement addresses the generic versus specialty issue in licensing. The entire statement appeared in the December, 1978, issue of the *New York State Psychologist*.)

With respect to the new professional conduct regulations, we believe that it is important that the Regents now take steps to be sure that psychologists (and other professionals) who advertise specialty practices have met a standard of qualifications for such practices. Our Association is in the process of defining standards of practice for specialties, but we believe that only the exercise of Regents powers can effectively enforce such standards within our profession or any other profession. We believe that *generic licensure does assure a minimum standard* of education and expertise for psychological practice but at the same time we do not pretend that all psychologists are all things to all people. *Specialization is an integral part of our field* and legal recognition of this fact is important if psychologists are to be fully accountable to the public. In fact,

unless the Regents take this step — a step which will go far to assure detailed competencies — then the new code of professional conduct will have not come to grips with the primary underlying purpose of the code which is to assure that professionals are accountable to the public from the standpoint of being both proficient and competent.

I/O Activity at the Eastern Psychological Association Meeting by Irwin L. Goldstein

The E & T Committee and the Continuing Education Committee of Division 14 has been strongly encouraging the development of I/O activities at the regional meetings. Since the number of program hours at the national convention places constraints on the number of presentations, many of us felt the need for another place to meet besides A.P.A. Also, many of our future members (i.e. students) can't afford the cost to travel all the way across the country to A.P.A. meetings. Even more important, there are lots of exciting things happening and there is a desire to make E.P.A. one of the places to present and discuss our field. This year, through the results of efforts by **Paul Thayer, Jack Bartlett** and **Irv Goldstein**, a number of persons have agreed to participate at the 1979 E.P.A. As a result, there are 3 symposia and paper sessions on I/O topics.

The symposia topics are:

1) Talent identification and career guidance of life insurance agents with **Paul Thayer** as chair and **William Love, Steven H. Brown, and James O. Mitchell** as participants.

2) New Perspectives in Industrial Research with **Mary Tenopyr** as chair and **Ann Howard, Joel L. Moses, Harry Anderson Shoemaker** as participants and **Paul Thayer, Irwin L. Goldstein**, as discussants.

3) Needs Assessment: The Organization, the Job and the Task with **C.J. Bartlett** as chair and **Irwin L. Goldstein, Virginia M. Buxton, Sidney Fine** and **Frank L. Schmidt** as participants.

Next year we hope to submit more programs and expand even further. We hope you will be joining us in both endeavors.

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In-Basket TIPBITS by MJK

Amidst the fallout from Three Mile Island, this issue of **TIP** has been fused together. Starting with an atom of an idea, **TIP** was split, converted, and decontaminated to its present form. This issue has a half-life of three star years. Seriously, any typos, misspelling, misquotes, or general errors in this issue are a result of radioactive burns.

Speaking of burns, you people (no, not "they", you) have burned the topical editor for the Journal Review Service. You know, that **TIP** section that summarizes articles of relevance to I/O psychologists but not normally read by them. Anyhow, my editor and friend, **Lynn Plumlee**, wrote that the JRS "doesn't seem to be meeting either the original hope of a systematic coverage of peripheral periodicals or the revised hope of shared finds by occasional contributors. I've had only one contribution from someone who is not a reviewer. Only two reviewers other than myself have been contributing regularly." Well — do I drop this service? I'd say the decision is up to you, the readers and consumers of this service. Do you have the ten minutes it will take to respond to this issue. We obviously need some feedback.

Post office — 678; **TIP** — 1. As hard as it is to believe, we finally won one. Haven't quite figured out how we did it yet, but we now have a mailing permit again. For you behavioral scientists, the process has not been empirically identified, however, the outcome appears significant ($p < .25$). This confidence level has been deemed acceptable when dealing with bureaucracies (WNSC, 1975).

Talking about improbable events, I met an I/O psychologist who actually believed the things that appear in this column.

Flash! Program Committee misses **TIP** deadline. In a late-breaking story from **Rich Klimoski**, male chairperson of the Convention Program Committee, this year's line-up in New York City appears to one of the best in the past several years. The selection process was highly competitive, with over 95 hours of papers and symposia submitted, and only 40 hours of program time available. Rich has informed **TIP** that an innovation for the "BIG APPLE" convention will be poster sessions. Briefly, 6 - 8 papers will be marketed on posters in a cafeteria style that will allow convention goers to browse, stopping to chat when interested. Much, much more detail has been promised for the convention issue of **TIP**.

Well, "they" finally caught me. A new editor has been appointed. Congrats to **Shellie Zedec** and good luck in what I have considered a fun, but enriching, position. Note your name is misspelled **Shellie**. This is just a taste of the way those many Division 14ers will feel over the next three years when you misspell their names (not to mention the letters telling you so).

Samuel Dubin, Jim Farr, and Emory Ensore of The Pennsylvania State University have received two grants from the National Science Foundation: "Relationships Among Individual Motivation, Work Environment, and Updating in Engineers," and "Behavior Anchored Scales — A Method for Identifying Continuing Education Needs In Engineers." The WNSC, E & T arm of **TIP**, gazing into its crystal ball, has forecasted that BARS will next be used to bring peace to the Middle East.

While we are on the topic of peace, here's a piece missed in the *Survey of Graduate Programs* (available from **Lew Albright** — see announcement elsewhere in this issue). **Larry Peters** has informed **TIP** that the Ph.D. program in Organizational Behavior at the University of Texas at Dallas missed the deadline for inclusion in the survey, but that they have five slots open for students for

Fall 1979. Interested students should write to Larry for further information at: School of Management and Administration, The University of Texas at Dallas, Box 688, Richardson, TX 75080.

Speaking of openings for students in Ph.D. programs, the newly developed one at Old Dominion University has several openings for next Fall. **Al Glickman** has recently joined the staff as well as another I/O psychologist (see end of this column for the identity of ODU's newest addition); and, considering the persons already there, this program is near or at critical mass (there's that fallout again). Interested students can write to Al at: Department of Psychology, Old Dominion University, Norfolk, VA 23508.

Erwin S. Stanton has been conducting management training programs for business and industry for a consortium of universities throughout the country for the past two years on his *SEQUENTIAL SELECTION SYSTEM (TM)*. The System is a step-by-step approach to recruiting, interviewing and selecting personnel and is the subject of a multi-media six hour film and video-cassette program just recently completed. The book describing the System, "Successful Personnel Recruiting and Selection" (AMACOM, 1977) is a Fortune Book Club selection.

Other Division 14 members have been writing. **W. Warner Burke's** latest edited book (1978) is *The Cutting Edge: Current Theory and Practice in Organization Development*, published by University Associates. **Donna McNamara** has published *Preparing For Affirmative Action: A Manual For Practical Training* with Garrett Park Press. It's interesting to note that Donna sent this information to **TIP** after reading "In-Basket **TIPBITS**" on a subway on the way to work (first copy received by a new member). So, **TIP** has some "socially redeeming value" — it protects you on the subway.

Of special note, **Al Kurtz's** stat book is now in print. That's the one that borrowed some of the WNSC's material from **TIP**. How, with that level of material, he ever found a publisher will remain a mystery. However, he was perceptive enough to write **TIP** on Saint Paddy's Day and wish us a snakeless day. The WNSC, being Irish to its soul, wishes **Al** and his book endless editions and a "jug o' punch".

Ben Shimberg (ETS), newly elected Fellow in Division 14, is coauthor of a provocative booklet *Occupational Licensing: Questions a Legislator Should Ask*, published by the Council of State Governments, Lexington Ky. The booklet sets forth guidelines for developing and implementing state licensing programs and suggests what lawmakers should look for when new groups seek licensure. During the past year, Ben has been invited by the National Conference of State Legislatures to conduct workshops on licensing for legislators and legislative staffs in a dozen states.

TIP has been overly impressed with **Irv Goldstein's** efforts to infuse some I/O psychology into EPA meetings (see article in this issue). The leadership of Division 14 has been extolling the necessity of members becoming more active at the local and regional level. Irv has gone ahead and done just that. A colossal congrats from the **TIP** staff.

Ross Stagner has informed **TIP** that he will be a guest editor for a special issue of the *International Review of Applied Psychology* for 1980. The guidelines for articles are included in this issue. The issue is concerned with the activities of psychologists related to unions.

Relative to such fun activities, **Hy Meltzer** has provided **TIP** with a "fun write up" of a symposium entitled "Vulgarizing, Popularizing, and Humanizing in Managing of Organizations" to be presented in New York at the convention (see elsewhere for write-up). Two reactions: Are there other such symposium of interest to Division 14 members? Please let **TIP** know for the next issue. Second — who needs a symposium to tell what we have been doing all along?

As far as solutions to real problems go, we have included the solution to **Phil**

Bobko's crossword puzzle. Yea, the WNSC club got a lot wrong too (even though they wrote in the margins). **Phil**, of course, won the crossword puzzle contest, and his prize, one year of clean air (Gosh, there's that fallout again) will be shipped once we find it.

Thomas Backer has informed **TIP** that the Human Interaction Research Institute has been engaged over the past four years in a program of research on durability of organizational innovations in human services. They have produced a variety of products from this work which may be of use to I/O psychologists. Interested persons are invited to write him at: Human Interaction Research Institute, Kirkby Center, Suite 1120, 10889 Wilshire Boulevard, Los Angeles, CA 90024.

The Department of Psychology at The University of Akron has expanded its present Ph.D. programs in Industrial/Organizational Psychology and Developmental Psychology to include a third concentration in Industrial Gerontological Psychology (effective September 1979). Industrial Gerontology is an area of increased scientific and public concern. The new Ph.D. program at The University of Akron will train students for teaching, research and professional positions in this emerging field.

John Bernardin and his colleagues at VPI have inundated **TIP** with announcements of their Second Annual Symposium on Applied Behavioral Science. There is a description of this program elsewhere in this program. Please, please, write John and tell him you saw it in **TIP**.

Herb Froehlich has provided **TIP** with some interesting information. He is currently working for Aetna Life Insurance Co. in a somewhat different role than what is normally expected for an I/O psychologist. He is licensed as a psychologist and also licensed to provide insurance, equity, and financial services to corporate executives. Herb is interested in hearing from other psychologists who are engaged in similar activities. Write to him at: Herbert P. Froehlich Associates, 51 Carthage Road, Scarsdale, New York 10583.

OK, kiddies, we have reached that exciting part of the program you have all been waiting for — new locations for Division 14 members. In order to enhance your fun, we have devised a column match for people and places (the correct answers are found elsewhere in this issue). Give it a try first without looking at the answers which are to be found on page 34.

- | | |
|--------------------|--|
| 1. W. Warner Burke | a. somewhere |
| 2. Godzila | b. Brooks Air Force Base, Texas, |
| 3. Earl Alluisi | Chief Scientist |
| 4. Shah of Iran | c. Probably a spinach patch |
| 5. Mickey Kavanagh | d. Department of Psychology, |
| 6. Gary Brumback | Old Dominion University |
| 7. Jofannie Houk | e. the sea |
| 8. Popeye | f. Head Personnel Psychologist, HEW |
| | g. Teachers College, Columbia University |
| | h. Finding a heart again in S.F. at |
| | Crocker Bank (after Toronto) |

By the way, the phrase "see elsewhere in this issue" has been used extensively in this column. Guess what — none of that stuff is in this issue. It was just another editorial trick to make you think this issue was totally together and integrated.

Well, "the night drops darkness like hot caramel" and the **TIP** editor is weary. See you next issue. By the way, got any deviant behavior you feel comfortable in exposing? Send it to **TIP** in care of "Deviance", M.J. Kavanagh, School of Management, SUNY — Binghamton, Binghamton, N.Y. 13901.

The deadline for the next issue is June 15, 1979.

Division 14 Members Who are Officers, Board Members, Committee Members or Representatives of APA by C. Paul Sparks

Alluisi, Earl A.: Council of Representatives (Div. 19); Publications and Communications Board; Finance Committee; PA Advisory Board of Editors
 Baxter, Brent: JSAS, Personnel and Industrial Psychology Editor
 Blood, Milton: Council of Representatives (Div. 14)
 Boldt, Robert F.: Committee for the Protection of Human Subjects In Psychological Research
 Bray, Douglas: Membership Committee
 Brett, Jeanne: Board of Scientific Affairs
 Campbell, Richard J.: Council of Representatives (Div. 14); Commission on Organization of the APA
 Canter, Ralph R.: Scientific Manpower Commission
 Chin, Robert: Ad hoc Committee on Minority Affairs
 Clark, Kenneth E.: Commission on Organization of the APA, Co-Chair
 Eyde, Lorraine: Committee on Women in Psychology
 Fleishman, Edwin: Committee on International Relations in Psychology
 Friedlander, Frank: Committee on Standards for Providers of Psychological Services
 Garber, Robert B.: Ad hoc Committee on Health Planning
 Glaser, Edward M.: Committee on Employment and Human Resources
 Glaser, Robert: Publications and Communications Board; PA Advisory Board of Editors
 Guion, Robert M.: Board of Scientific Affairs
 Katzell, Mildred: Council of Representatives (Div. 14); Finance Committee
 Matarazzo, Joseph D.: Committee on International Relations in Psychology; Committee for the Protection of Human Subjects in Psychological Research
 McClelland, William A.: Policy and Planning Board
 McKee, Michael G.: Council of Representatives (Ohio)
 Novick, Melvin: Committee on Psychological Tests and Assessments
 Osipow, Samuel A.: Education and Training Board; Committee on Women in Psychology; *Journal of Counseling Psychology* (Editor)
 Perloff, Robert: APA Treasurer; Council of Representatives (Treasurer); Publications & Communications Board, ex officio; Board of Directors; Finance Committee, Chair; Investment Committee, Chair
 Porter, Lyman: Investment Committee
 Schein, Virginia: Council of Representatives (Div. 14)
 Schenkel, Kenneth F.: Council of Representatives (GA/NC/SC); Board of Professional Affairs
 Sparks, C. Paul: Committee on Tests and Assessments
 Thayer, Paul W.: Council of Representatives (Div. 14)
 Triandis, Harry C.: Committee on International Relations in Psychology
 Williams, Paul: Committee on State Legislation

(Editor's note: If we missed anyone, please let us know.)

EMERGING FEDERAL REGULATION: 1978-1979

James Ledvinka, Wayne R. Lowther,
and Andres G. Neiner

The issues discussed in the Spring 1978 issue of *TIP* met varied fates. Generally, the proposed agency guidelines were adopted, while the bills before Congress (except mandatory retirement) either died or were altered beyond recognition. Some may come before Congress again; those are discussed below.

With the election of the 96th Congress last fall, the Federal government is now at a different point in its legislative cycle. Fewer bills and resolutions have been introduced; hearings are generally not yet underway; positions have not yet solidified. In short, there isn't much apparent legislative action at the time this is being written.

Most of the action seems to be in the area of agency guidelines. President Carter's reorganization plans have produced a major shift in responsibilities among agencies, and the agencies have issued new regulations to implement their new responsibilities. Besides, reorganization has created power struggles in areas such as equal employment, and these seem likely to affect the enforcement postures of EEOC and OFCCP. Substantial efforts to influence these events are being made by management, civil rights groups, and others — notably Division 14, through the *ad hoc* legal issues committee, chaired by Jim Sharf.

Legislative Developments

1. *Privacy Bills*: Rep. Barry Goldwater, Jr. (R., Arizona) has introduced several bills limiting the use and release of personal records:

- educational records (H.R. 347)
- social security numbers (H.R. 358)
- welfare records (H.R. 359)
- medical records (H.R. 360)

Significance: These bills could limit the use of information in developing employee selection methods, with considerable impact on clinical assessment procedures. The social security numbers bill not only limits use of social security numbers, but also prohibits the federal government from developing other universal identification codes. This could have an impact on longitudinal research or any other research that matches records by number code.

2. *Polygraph Bill*: Originally introduced in the 95th Congress it was discussed in depth by Jerri Frantzre in the Summer 1978 issue of *TIP*. The bill established strict limits on polygraphs and voice analyzers for employment or personnel purposes. Senator Bayh (D., Indiana) and Representative McKinney (R., Connecticut) will reintroduce the measure. More hearings are expected, and Senator Bayh's office has expressed an interest in receiving comments from psychologists. *Significance*: Employee selection would be affected, especially certain clinical assessment procedures.

3. *Worker Compensation Standards*: Establishes minimum standards; would increase disability benefits and worker compensation insurance premiums in some states. The bill failed to pass last year, but may be reintroduced following April hearings on occupational health by the House Subcommittee on Labor Standards, chaired by Edward Beard (D., Rhode Island). *Significance*: By raising the economic stakes, the bill is important to I/O psychologists involved in safety programs, industrial medicine, and product and equipment design.

Agency Regulation Developments

4. *Uniform Selection Guidelines*: While these were adopted last August and have been discussed endlessly since then, some important unsettled elements remain: (a) how the agencies will implement the guidelines, and (b) how much deference the courts will give them. In this regard, Jim Sharf's *ad hoc* legal issues

committee is Division 14's vehicle for assessing professional consensus on the guidelines and recommending a Division position to the Executive Committee.

5. *EEOC Affirmative Action Guidelines*: Adopted late last year, the guidelines attempt to provide legal insulation against "reverse discrimination" suits for companies making a genuine effort to implement an affirmative action plan. These guidelines might even survive an adverse decision in the *Weber* case. *Significance*: If "reverse discrimination" becomes legitimized, it would increase the legal incentives to hire by the numbers and decrease the utility of valid selection systems.

6. *EEOC Job Evaluation Study*: As reported by Lloyd Marquardt in the last issue of *TIP*, EEOC has commissioned the National Academy of Science to study the feasibility and desirability of a uniform national job evaluation system. The report is due by the end of the year. EEOC regulations may follow. *Significance*: Whether I/O psychologists think a uniform system is feasible or desirable is an open matter. If a uniform system is developed, it would call into question the systems already in use by employers.

7. *Underutilization Standards for Federal Agencies*: A proposed standard under consideration by the U.S. Office of Personnel Management (heir to the old Civil Service Commission) states that underutilization of women and minorities shall be deemed to exist in an agency if their percentages in the agency fall below either their local labor force percentages or their national labor force percentages. Office of Personnel Management director Alan Campbell is expected to rule on the acceptability of the standard following March hearings. *Significance*: If adopted, EEOC would be expected to require federal agencies to take special action, possibly including substitute hiring methods to relieve the underrepresentation.

The Public Policy and Social Issues Committee attempts to monitor the regulatory developments of concern to Division members. If you find out about any developments in this area, please write the committee member responsible: James Ledvinka, Department of Management, College of Business Administration, The University of Georgia, Athens, Georgia 30602.

ORGANIZATIONAL BEHAVIOR TEACHING CONFERENCE

The Sixth Annual Organizational Behavior Teaching Conference will be held at the University of Cincinnati JUNE 20-23, 1979. This is a unique conference designed to improve the teaching of OB and OB related courses. It is a practical, worthwhile conference for those teaching OB courses within universities as well as those who conduct training and development programs in non-academic organizations.

Besides scheduled workshops and plenary sessions, there will be ample time to interact informally with colleagues. Participants are encouraged to stay in the University residence hall to retain a residential atmosphere but other accommodations are also available. Cost for the conference including room and board is \$120. Attendance is limited to 200. To make a reservation, send \$15 to O.B.T.C., College of Business Administration, Mail Location #20, University of Cincinnati, Cincinnati, Ohio 45221

27TH ANNUAL INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY WORKSHOPS

Presented as part of the annual convention of
The American Psychological Association
Friday, August 31, 1979
Statler Hilton Hotel
New York, New York

WORKSHOP COMMITTEE

Kenneth M. Alvares, Chair
Stan Silverman, Treasurer
David Lacey, Arrangements
Jon Bentz
John Bernardin
Ann Howard
Terry Mitchell
Preston Smith
John Turner
Shelly Zedeck

WORKSHOP SCHEDULE

Friday, August 31, 1979

Statler Hilton Hotel

New York, New York

8:15 a.m. — 9:00 a.m. Registration
 9:00 a.m. — 12:30 p.m. Morning Sessions
 12:30 p.m. — 1:30 p.m. Lunch
 1:30 p.m. — 5:00 p.m. Afternoon Sessions

- Section I Skills for Improving Executive Stress Management
Perry London, Keith W. Sedlacek, Charles F. Stroebel, Peter Wengert, and Patricia Carrington
- Section II Job Analysis: New Developments in Methodology and Application
Erich P. Prien and William H. Macey
- Section III An Introduction to Latent Trait Theory and Its Applications
Robert M. Guion and Gail H. Ironson
- Section IV Review of Relevant EEO Court Cases: Implications for Professional Practices
Lawrence Z. Lorber
- ✓ Section V Improving Organizational Effectiveness: An Introduction to the Assessment of Effectiveness Through Productivity Measurement and Appraisal
Michael A. Laughton
- Section VI The Interpretation and Use of Survey Feedback in Organizational Settings
Frank J. Smith and David Sirota
- Section VII Research in Performance Appraisal: An Emphasis on Applications to Personnel Management
Walter W. Tornow and Walter C. Borman
- Section VIII Changing Sex Roles in the Work Place
Alice G. Sargent and Leonard D. Goodstein
- Section IX The Application of Human Judgment Theory to Organizational Problems and Issues
Michael Doherty
- Section X Uniform Guidelines on Employee Selection Procedures: Basic Issues and Practical Implications
Frank Erwin and James Sharf
- Section XI Power and Achievement Motivation in Managerial Behavior
David C. McClelland and Richard E. Boyatzis

SECTION I (Full Day)**Skills for Improving Executive Stress Management**

Perry London
 University of Southern
 California

Keith W. Sedlacek
 St. Luke's Hospital

Charles F. Stroebel
 Institute for Living
 (Hartford, CT)

Peter Wengert
 Guilford Publications

Patricia Carrington
 Princeton University

This workshop is intended to demonstrate and discuss proven techniques for improving stress management. The discussions and demonstrations of Stress Management techniques assume that effective management of executive stress is a skill that can be learned much like the traditional and daily managerial disciplines of planning, delegating, and controlling. In this workshop, participants will be introduced to three skills programs for self-management of stress. These three stress control programs are: 1) Biofeedback training, 2) Quieting response training, and 3) Clinically Standardized Meditation or Life Style training. For each of these stress control programs the workshop leaders will discuss: 1) the research base, 2) the selection of management personnel, 3) the circumstances governing use of a stress control program, and 4) evaluation of its use. Also, participants in the workshop will be given an opportunity to practice, as well as learn about each stress control program. Of major interest to participants will be the presentation and discussion of stress control programs in industrial settings, using one or more of these stress management techniques. This workshop will critique existing knowledge about the management of executive stress as well as provide first-hand experience with some of the most accepted methods.

Perry London, Ph.D., Professor, Department of Psychology, University of Southern California.

Keith W. Sedlacek, M.D., Director of Biofeedback Services, St. Luke's Hospital, (New York City), Staff Member of Columbia University Faculty of Medicine, Author of *How to Kill Stress Before It Kills You*.

Charles F. Stroebel, Ph.D., M.D., Director, Psychophysiology Clinic and Laboratory, Institute of Living (Hartford, CT); Research Professor at the University of Hartford; Adjunct Professor at Yale University School of Medicine, Department of Psychiatry.

Peter W. Wengert, President, Guilford Publications; Editor in Chief, Bio Monitoring Associates Audio Cassette Publications. Faculty member of York College, City University of New York, Division of Behavioral Sciences.

Patricia Carrington, Ph.D., Faculty of Princeton University.

Coordinator: **David Lacey**, Celanese Corporation

SECTION II (Full Day)**JOB ANALYSIS: New Developments in Methodology and Application**

Erich P. Prien
 Memphis State University

William H. Macey
 Miller Brewing Company

Job analysis has been a professional concern for many years though no cohesive body of knowledge related to the process has emerged. Recently new and innovative things have happened that may well move job analyses into a more cohesive framework. The workshop, which will be presented in two parts, will deal with these new developments. The first part will focus on job analysis and its unique applications to job evaluation, job design, etc., in organizational settings. During this part of the program, the use of innovative variations of both

task-oriented and worker-oriented analyses will be emphasized. To be presented and discussed will be general methodological issues of design, conduct and reporting of job analyses studies evaluating both single and multi-method programs. Adaptations necessary for tailoring procedures to unique organizational settings will be examined. The emphasis given job analyses in the new Federal Guidelines will be presented. While the available standardized instruments will be excluded (they have been presented in previous workshops), recent developments in quantitative job analysis procedures will be discussed. The second part of the workshop will focus on how to conduct job analyses programs and use the results in various areas of management. Illustrative materials and examples of products and procedures will be provided and discussed with workshop participants.

Erich P. Prien, Ph.D., is Professor of Industrial Psychology, Memphis State University and a private consultant. His work in job analysis has been extensive, spanning a period of over twenty years. Prior to 1959, his activities focused on the use of job analysis for the design of compensation programs. Since that time he has done much research in the area of job analysis methodology and, as a consultant to many organizations, he has been involved in the development of strategies for diverse personnel uses. He is best known for his work in job analysis in the areas of criterion development and personnel selection. Dr. Prien is a Division 14 Fellow and an ABPP Diplomate in Industrial/Organizational Psychology.

William H. Macey, Ph.D., is a Coordinator for Human Resources Planning at Miller Brewing Company. His responsibilities include the research and development of a comprehensive multi-method, multi-purpose job analysis program and its implementation as an aid to Manpower Resource Management and Development. Dr. Macey designed numerous personnel programs emphasizing the application of job analysis data and offers a high level of practitioner expertise to workshop participants.

Coordinator: **Jon Bentz**, Sears Roebuck and Company

SECTION III (Full Day)

An Introduction to Latent Trait Theory and its Applications

Robert M. Guion

Bowling Green State University

Gail H. Ironson

Bowling Green State University

The workshop will show how latent trait theory improves on classical psychometric theory. Various models will be described; the emphasis will be on the one-, two-, and three-parameter models where scoring is dichotomous and unidimensionality may be assumed. Attention will also be given to models involving Likert-type responses. Actual data will be presented, with copies of printouts of common computer programs, to help in understanding the theory. Applications to be discussed include adverse impact analysis, item bias, test or scale development, analysis of rating scales, and the special problems of equating or chaining results of different studies as in longitudinal or industry-wide research. The method of presentation will be primarily lecture with participation by those in the workshop in the interpretation of computer output.

The intended audience for the workshop is people who are not familiar with latent trait theory but who are at least somewhat accustomed to thinking in measurement, statistical, or mathematical language. Despite that caveat, the stress of the workshop is on introduction; it is not anticipated that the level of mathematical sophistication needed will go much beyond that needed for undergraduate courses in statistics or measurement.

Robert M. Guion, Professor of Psychology, Bowling Green State University, and **Gail H. Ironson**, Visiting Assistant Professor of Psychology, Bowling Green State University.

Both have collaborated on reports for the U.S. Army Research Institute of the Behavioral and Social Sciences grant to Bowling Green to consider, among other things, the applicability of latent trait theory in the development of work samples. Both were participants in an invited symposium on modern measurement theory (primarily on latent trait theory) at the APA meetings in 1978.

Coordinator: **Terry Mitchell**, University of Washington

SECTION IV (Half Day)

Review of Relevant EEO Court Cases: Implications for Professional Practice

Lawrence Z. Lorber

Breed, Abbot & Morgan

During this workshop, selected court cases dealing with specific employment policies and practices will be reviewed. Those which have been viewed with some consistency as contributing to fair and non-discriminatory staffing systems will be identified and elaborated upon. Additionally, court cases with the potential for significant impact upon personnel decisions will be discussed. Decisions affecting criteria for employment policies and procedures, documentation requirements, and court presentations will all be reviewed. This workshop is geared to personnel practitioners, practicing industrial psychologists, and persons with responsibility in making personnel decisions and policies. The workshop will consist of presentations followed by question and answer periods as necessary.

Lawrence Z. Lorber is currently a partner in the law firm of Breed, Abbot, and Morgan. Prior to joining this firm, he was with the OFCCP representing employees in labor relations matters including equal opportunity. When director of OFCCP, he was representing the Labor Department in the negotiations which resulted in the FEA Guidelines, and adopted them for the Labor Department. He also supervised the recodification of the Affirmative Action regulations for the Labor Department.

Coordinator: **John Turner**, Ford Motor Company

SECTION V (Half Day)

Improving Organizational Effectiveness: An Introduction to the Assessment of Effectiveness Through Productivity Measurement and Appraisal

Michael A. Laughton

American Productivity Center

This workshop will deal with the assessment of organizational effectiveness by focusing on: 1) trends in national productivity; 2) the relationship of productivity to profitability; and 3) the drawbacks of macro-measures of productivity reported by the Bureau of Labor Statistics. With this background, the multifactor productivity measurement and appraisal system developed at the American Productivity Center will be discussed. This system may be used to identify appropriate measurements of effectiveness at the firm or plant operations

levels. Interfirm comparisons and methods for evaluating productivity gains will be discussed.

Michael A. Laughton is currently Senior Advisor to the American Productivity Center on productivity measurement. Mr. Laughton holds a degree in electrical engineering and economics from London University. As a Fulbright Scholar, he was awarded his M.B.A. at Indiana University. He has worked for the British Broadcasting Corporation and has consulted with U.S. based companies through his affiliation with the APC.

Coordinator: David Lacey, Celanese Corporation

SECTION VI (Half Day)

The Interpretation and Use of Survey Feedback in Organizational Settings

Frank J. Smith
Sears, Roebuck and Co.

David Sirota
IBM Corp. ✓

This workshop will focus on the uses and applications of attitude survey information. It assumes a working knowledge of survey data collection procedures on the part of the participants. Survey data interpretation, feedback, and usage in an organizational context will be described and discussed. Special emphasis will be made on the incorporation of survey data with other measures of organizational effectiveness. Participants should be prepared to discuss their own organizational concerns.

Dr. Frank J. Smith is currently the Director of Organizational Surveys—Sears, Roebuck and Co. He received his Ph.D. from the Illinois Institute of Technology and has held a number of academic appointments with Loyola and Northwestern Universities. He has written numerous articles in professional journals and is the author of *Organizational Surveys: Internal Assessment of Organizational Health*. He was the 1969 co-winner of the James McKeen Cattell Award with L. W. Porter.

Dr. David Sirota is Director of Manufacturing Manpower Development in the IBM Corporate headquarters. Dr. Sirota received his Ph.D. from the University of Michigan and has held a number of academic appointments with institutions such as Cornell, Yale, and the Massachusetts Institute of Technology. Dr. Sirota's research interests are in the areas of employee attitude assessment and the utilization of behavioral science data in the assessment of organizational effectiveness. Dr. Sirota has published numerous articles in professional journals related to organizational assessment.

Coordinator: Preston Smith, IBM

SECTION VII (Half Day)

Research in Performance Appraisal: An Emphasis on Applications to Personnel Management

Walter W. Tornow
Control Data Corporation

Walter C. Borman
Personnel Decisions Research Institute

This workshop will both review the major research efforts aimed at enhancing the accuracy of performance measurement and describe a comprehensive approach to performance appraisal in organizations, an approach that includes

attention paid to rater training and feedback, rater and ratee satisfaction, management responsibility in providing performance feedback and development suggestions, and improved utilization of personnel resources. Workshop participants will thus receive a view of some of the "cutting edge" research and development in performance measurement and a broad treatment of performance appraisal as a management aid useful for helping managers supervise their employees more effectively and capable of providing employees with opportunities for increased voice in their own career and development. The workshop will be geared primarily toward the practitioner, persons who are responsible for developing and/or administering performance appraisal systems. However, it will also address issues of interest to persons performing personnel research in organizations. The format of the workshop will be a series of presentations followed by extensive periods devoted to questions and answers. Participants should come prepared to discuss the administration of performance appraisal systems within their own organizations or those with which they are most familiar.

Dr. Walter W. Tornow is Executive Consultant and Director of Corporate Personnel Research at Control Data Corporation. He is a member of APA, Div. 14, various other professional organizations, and has had a number of publications in the area of performance appraisal. He received his MA and Ph.D. in Industrial/Organizational Psychology from the University of Minnesota. He is an accredited Personnel Diplomate (APD) and a licensed Consulting Psychologist in Minnesota.

Dr. Walter C. Borman is Executive Vice President of Personnel Decisions Research Institute in Minneapolis, Minnesota. He is currently directing a laboratory-based research program intended to identify the major determinants of performance rating accuracy. He has also conducted numerous job analysis/criterion development studies for governmental and industrial clients and has published a number of journal articles on performance measurement. Borman is a University of California (Berkeley) Ph.D. and a member of APA, Divisions 8 and 14.

Coordinator: John Bernardin, Virginia Polytechnical Institute

SECTION VIII (Half Day)

Changing Sex Roles in the Work Place

Alice G. Sargent
Organization and
Affirmative Action Consultant

Leonard D. Goodstein
Arizona State University

This workshop will focus on some of the issues confronting management and organizational psychologists as a result of changing work roles and a work force comprised of more women and minorities. Specific topics to be discussed include men and women as peers, working for women, sex in the work place, overlapping family and professional responsibilities, alternative work schedules (including sabbaticals from work and job sharing), need for day care, and developing skills to be an androgynous manager. Discussion will be directed toward the implications of the new work force for human resource management systems: career development, mentoring, performance appraisal, and the development of training programs for special populations. The workshop will be

experiential, involving participants through the presentation of organizational cases, and assessment of their own behavior. In addition the workshop leaders will help design programs to facilitate a multi-cultural environment in the participant's organization. Each participant will identify an innovative program that could be implemented in his or her own organization or university.

Dr. Alice G. Sargent is a consultant to business, governmental and educational organizations who initiates organizational change efforts directed at attitudes, behavior and institutional structures and practices that affect Affirmative Action efforts. She has worked with a number of organizations, including the General Accounting Office, the National Institute of Health, Celanese Corporation, and Proctor and Gamble as a consultant and trainer. She has paid particular attention to the problems of adding women and minorities to the work force and training supervisors and managers to deal effectively with this change. Her book, *Beyond Sex Roles*, is used by managers in corporations and the government and as a college textbook. Alice studied social psychology and business at Stanford University and has an Ed.D. degree from the University of Massachusetts.

Dr. Leonard D. Goodstein is Professor and Chairman of the Department of Psychology at Arizona State University, a position he has held since 1974. A fellow of APA, he holds a Ph.D. degree in clinical psychology from Columbia University and is a diplomate in clinical psychology. He has written extensively in the areas of clinical and counseling psychology and personality assessment and is presently the editor of the *Journal of Applied Behavioral Science*. He consults with various government, business and educational organizations and has newly authored the book, *Consulting with Human Service Systems*. Dr. Goodstein has recently become interested in psychological theories of sex differences and has participated with Alice Sargent in workshops on male/female roles in organizations.

Coordinator: Ann Howard, A T & T

SECTION IX (Half Day)

The Application of Human Judgment Theory to Organizational Problems and Issues

Michael Doherty
Bowling Green State University

This workshop will present an overview of human judgment theory and its applications to organizational issues and problems. A variety of topics will be covered from the work of different investigators and organizations. The use of judgment theory for sex discrimination in salary and bias in admissions policy will be presented in detail. Problems and issues dealing with labor management, public policy, performance evaluation, and interviewing also will be presented. Audience participation will be solicited in exploring the range of problems to which the method applies.

Dr. Doherty is a Professor of Psychology at Bowling Green State University. He has published in several different areas of psychology; his research interests run strongly to problems which combine theoretical and applied features. He is on the editorial board of *Organizational Behavior and Human Performance*. Judgment theory has been a major interest of his over the past decade and he is currently writing a chapter on applications of judgment research to discrimination issues for a forthcoming book.

Coordinator: Shelly Zedeck, University of California

SECTION X (Half Day)

Uniform Guidelines on Employee Selection Procedures: Basic Issues and Practical Implications

Frank Erwin
Richardson, Bellows, Henry & Co.

James Sharf
Richardson, Bellows, Henry & Co.

The objective of this workshop is to review with the participants current issues within the field of EEOC compliance. Emphasis will be placed upon procedures to be followed, strategies that have proven effective and interpretations of the uniform guidelines that will impact personnel procedures. Specific topics to be covered include (a) a discussion of basic procedural requirements of the provision of the Uniform Guidelines, (b) a discussion of the advocacy of enforcement agencies above and beyond professional standards and relevant Supreme Court case law, (c) a discussion of the effectiveness of various compliance strategies, and (d) a general discussion of the impact of the Guidelines on all personnel procedures. The format of the workshop will be a structured discussion of topics with an opportunity for participant questioning. The workshop is generally geared to individuals responsible for compliance activities that will be reviewed by enforcement agencies.

Frank Erwin is President and Chief Executive of Richardson, Bellows, Henry & Co., Inc. RBH specializes in personnel research. Specific company activities include consortium research for supervisory and managerial selection procedures. Dr. Erwin was Executive Assistant to Secretary of Labor, U.S. Department of Labor. He was the Director of Recruiting for Peace Corps and was the Chairman of the Government Affairs Committee, American Society for Personnel Administrators.

James Sharf is Vice President of Richardson, Bellows, Henry & Co., Inc. At RBH, he is specializing in development, validation, and implementation of corporate employment selection procedures. He is also responsible for the implementation of consortium validation studies for trade associations, employer groups, and multi-state employers. Dr. Sharf was formerly a Staff Psychologist for the Office of Systemic Discrimination, EEOC. In the spring of 1977, he was a member of the President's Reorganization Project in charge of reorganizing the Office of Management and Budget. He is an Assistant-Adjunct Professor at the School of Business Administration, American University. He is the Assistant Director of Placement, University of Tennessee.

Coordinator: John Turner, Ford Motor Co.

SECTION XI (Half Day)

Power and Achievement Motivation in Managerial Behavior

David C. McClelland
Harvard University

Richard E. Boyatzis
McBer and Company

The objective of this workshop is to explain power and achievement motivation concepts and to describe their impact on managerial performance. The utility of multi-method assessment and the place of operation measures will be discussed as they relate to this objective. Participants will have the opportunity to practice applying these concepts to analyses of managerial

performance. Approximately one-third of the workshop time will be spent in the presentation of conceptual and research material, with brief discussion, while the other two-thirds will be spent in analysis and discussion of case studies. This workshop should be of particular interest to psychologists involved in basic research on organizational behavior, management, and/or leadership and to those involved in applied research or intervention programs intended to increase managerial effectiveness.

The name of Dr. David C. McClelland has become almost synonymous with the concept of achievement motivation, and, more recently, the need for power. A renowned world traveler, he has lectured widely and organized research on developing entrepreneurial motivation to speed economic growth. His conceptualization of a program to increase the economic activity of disadvantaged minority groups has developed into a major activity for McBer and Company, the consulting firm McClelland founded in 1963 and where he now serves as Chairman of the Board. He is also Professor of Psychology in the Department of Psychology and Social Relations at Harvard University, where he has been since 1956. Dr. McClelland earned a Ph.D. degree in Psychology from Yale University and has been awarded four honorary doctorates from other colleges and universities. He has published extensively in the areas of psychology and social economic development, including nine books and over 80 articles.

Dr. Richard E. Boyatzis is President, Treasurer, and Director of the Health Services Division of McBer and Company. He has been affiliated with McBer since his graduate school days at Harvard University, which culminated in a Ph.D. in Social Psychology. A primary research and consulting interest for Dr. Boyatzis has been alcohol abuse. He has designed and implemented rehabilitation programs in this area for a variety of organizations and has conducted multiple research studies on drinking behavior, including its causal factors and its effect on aggressive behavior. His publications reflect this interest as well as power and affiliation motivation and he has explored the effectiveness of power motivation training for rehabilitating alcoholics. He is a member of APA and the Society for the Psychological Study of Social Issues, and Chairman of the Research and Training section of the Alcohol and Drug Problems Association of North America.

Coordinator: Ann Howard, A T & T

Registration

27th Annual APA Division XIV Workshops

Friday, August 31, 1979

Statler Hilton Hotel

New York, New York

NAME (Please Print) _____

POSITION _____

MAILING ADDRESS _____

PHONE (____) _____ EXT. _____

APA DIVISION MEMBERSHIP(s) _____

A Note to Registrants:

Some concern was expressed after last year's workshops that certain topics could more easily be handled through a full day workshop. In response to this concern, three (3) of this year's workshops have been designated as day long workshops. When filling out your registration form please take this fact into account. If you request a full-day session as one of your options, please do NOT indicate an additional half-day session within that same option.

Section # and Section #

My first choice: _____

My second choice: _____

My third choice: _____

My fourth choice: _____

Registration is on a first-come, first-serve basis. All workshops will be limited to 25 participants.

Fee includes: All registration materials, lunch, social hour. Additional fees for social hour are \$8 per guest.

Please make check or money order payable to: APA Division 14 Workshop Committee.

\$90 APA members

\$105 non APA members

Mail form and registration fees to: Stan Silverman, Ph.D., Department of Psychology, University of Akron, Akron, OH 44325.

ZETETIC FOR TESTERS II

138 QUESTIONS ABOUT SELECTION KEYED TO
UNIFORM GUIDELINES ON EMPLOYEE SELECTION
PROCEDURES

BONUS FOR MEMBERS OF DIVISION 14

STATISTICAL DIAGRAMS

ILLUSTRATING CORRELATION, FAIRNESS,
AND SIGNIFICANCE

SEND \$3.50 TO: RICHARD S. BARRETT, PH.D.
5 RIVERVIEW PLACE
HASTINGS-ON-HUDSON, N.Y.
10706

Minutes of Meeting Scientist/Practitioner Coalition January 19, 1979

1. **Call to Order:** The meeting was called to order at 8:00 p.m. in the Maryland Room of the Mayflower Hotel in Washington, D.C. by M. Katzell, chair *pro tem*.
2. **Those Present:**
Earl A. Alluisi, Division 19
Mary Jane Alluisi, guest
Karen Block, Division 15
Ed Bordin, Division 17
Kenneth E. Clark, Commission on Organization of APA
Peg Clifford, Division 15
Ursula Delworth, Division 17
Frank Friedlander, Division 14
Goldine C. Gleser, Division 5
Norman Kagan, Division 17
Mildred E. Katzell, Division 14
Philip S. Pierce, Maine, New Hampshire, Vermont, Rhode Island
Virginia Schein, Division 14
David Seaquist, Iowa
Fred Spaner, Division 13
Paul Thayer, Division 14
Martin Tolcott, Division 21
William F. Waters, Missouri
3. **Minutes:** The minutes of the August 27, 1978 meeting were approved, following two corrections of typographical errors.
4. **Purpose:** Divisions represented at the meeting had generally not given formal consideration to the statement of the Coalition's purpose, but the general consensus was that the divisions endorsed or supported the stated purpose. Divisions 14, 15, and 17 indicated expressions of support; Divisions 5, 19, and 21 noted that their executive committees had not met since the last meeting of the Coalition.
5. **Psy. D. Degree:** The group was alerted to possible implications of the adoption of the Psy. D. as the degree granted by professional programs, and of the need to consider those implications for their own specialty areas of practice. It was noted that Division 14 had approved the Boulder model, but has never formally endorsed Vail, though the Vail model is considered by some to be an extension of Boulder and not a renunciation. Some institutions have started on the Psy. D. track, and then returned to the Ph.D.. It was also clear that by no means did all clinicians or clinical educators favor the Psy. D. approach.
6. **Licensure:** Discussion of specialty vs. generic licensure showed no real consensus other than recognition of problems with the present COSL model law which tries to fit all psychologists into a single definition, resulting in a collection of misfits that are causing dissatisfaction. Many of those present favored specialty licensing for health service providers, with no requirement for the licensure of other psychologists, but the ensuing discussion brought forth problems inherent in both options.
7. **National Commission:** It was suggested that the National Commission might be proposed as applying only to health-service provider educational

programs, but subsequent discussion recognized that the entire concept of the National Commission is integrally related to all of psychological educational and credentialling.

8. **Coalition Influence:** Many of the concerns of the Coalition were identified as being shared with the Research/Academic Coalition, and it was proposed that joint endeavors be explored. To that end, the officers of the two groups were urged to initiate contact before the next meetings of Council and the Coalitions to consider joint action on our mutual concerns. In addition, cooperation in the election of candidates to BPA could improve the input of both Coalitions to that body.
9. **Nominations and Elections:** In addition to BPA, other Board and Committee nominations and elections should be of concern to the Coalition. Participating divisions were urged to send their suggestions for Board and Committee nominations to a Division 14 representative to Council, who will see that the suggestions are compiled and shared with all members of the Coalition to use as they deem best. Ursula Delworth announced, in that connection, that Kitty Katzell had been selected by the Women's Caucus of Council to be their nominee for the APA Board of Directors, and urged the support of the Coalition for her nomination and election.
10. **Name of Coalition:** It was voted to give the Coalition a name that will identify it more accurately and appropriately, since the name "January 27 Coalition" has caused misunderstanding and confusion. Agreement was reached on the name, "Scientist/Practitioner Coalition". It is hoped that the new name will make the Coalition's purpose more apparent to those in other divisions who consider themselves to be of the scientist/practitioner model so they will recognize the appropriateness of attending Coalition meetings.
11. **Other Topics:** The Coalition was urged to be more proactive by taking the initiative in developing resolutions, proposals, and motions that relate to scientist/practitioner interests. Division 14 agreed to distribute its Long-Range Planning Committee report to those present as an illustration of the concerns and plans under review in that Division.
12. **Next Meeting:** A meeting will be held in conjunction with the Convention to be held in New York in 1979.
13. **Adjournment:** The meeting adjourned at 10:00 p.m.

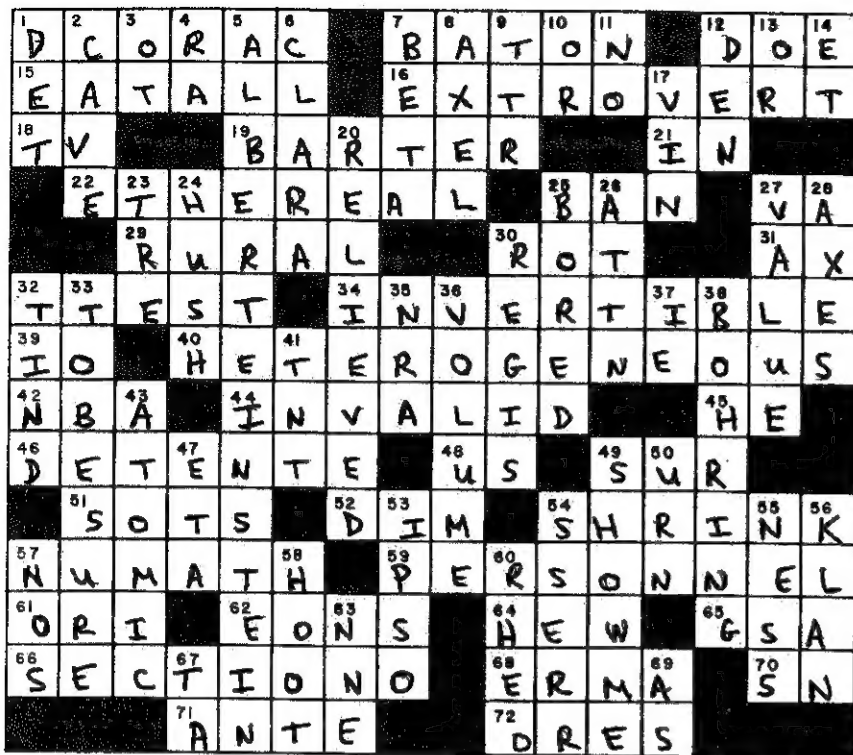
Respectfully submitted,
Mildred E. Katzell
Chair & Secretary, *pro tem*,
and Div. 14 Representative

NEW EDITOR NAMED

At its winter meeting in Washington, D.C., the Executive Committee of Division 14 approved the selection of Shellie Zedeck as the new editor of *The Industrial-Organizational Psychologist (TIP)* for a three year term. Shellie will assume his duties effective this Fall for Volume 17. All correspondence regarding *TIP* after August 31, 1979 should be sent to Shellie at: Psychology Department, University of California, Berkeley, CA 94720.

*PUZZLE SOLUTION

by Phil Bobko



*The puzzle appeared in the previous issue of TIP, Vol. 16, Nos. 1-2, 2/79.

CALL FOR PAPERS Management Science

Department of Interactive Behavior,
Organization Effectiveness and Design

The department encourages the publication of papers applying analytical frameworks to individual, organization and interorganization behavior problems. Such papers might focus on individual and group decision making behavior within organizations, in market situations, or in interorganizational settings. Specific examples would include such problems as personnel planning and forecasting, budget control, consumer behavior, job design, incentive systems, etc. In addition, a new editorial direction for the department will be an emphasis on the area of Managerial Action as it applies to Organization Design and Re-Design. It is hoped to attract and publish papers that address the fundamental problems of how to design organizations able to satisfy environ-

mental demands as well as the needs and expectations of their participants, given their inherent limited rationality.

"Organization Design" is taken to mean the prescription of organizational characteristics presumed to be related to improving the functional effectiveness of the organizations and its continuing viability in society. Organization Design is a dynamic on-line managerial process wherein the activity of organization re-design represents an important continual major effort. The theoretical and empirical basis for Organization Design has been, and continues to be, developed in many diverse disciplinary fields, utilizing a broad range of conceptual framework, research methodologies, research strategies, and problem situations.

The department will encourage the publication of papers representing diverse disciplinary areas including anthropology, psychology, sociology, general systems, economics, political science, and information science, as long as such papers are innovative and contribute to a better understanding of organizational behavior and/or improve the practice of designing and managing organizations. Papers submitted need not emphasize a specific methodology or conceptual framework. In general, theoretical or empirical papers which address the broad range of topics relating to organization theory are acceptable.

Papers concerning organization design should strive to be explicitly normative or discuss the normative implications of the research to the managerial process of organization design; to achieve a genuine integration of theory and data (original, empirical or reinterpretation of existing evidence); and should not be focused at the individual level of the organization in isolation from the larger system.

Papers submitted might, for example, focus on problems at the department, organization and interorganizational levels; review and assess organization theories in terms of their normative implications for managerial action and organization design and/or test their implicit claims about their usefulness; develop methodologies for, or new theories of, organization design, self-designing systems, designing goal setting processes; and consider such diverse topics as intervention strategies, implementation, reward structures, information systems, and management of specific functions (R&D, strategic planning, etc.)

SEND PAPERS TO THE DEPARTMENTAL EDITOR, Professor Arie Y. Lewin, Graduate School of Business Administration, Duke University, Durham, North Carolina 27706.

GOOD CLEAN INTELLECTUAL FUN by H. Meltzer

Occasion? The symposium called, "Vulgarizing, Popularizing, and Humanizing in Managing of Organizations" sponsored by Division 13 and co-sponsored by Div. 14 for the next APA annual convention to be held in New York.

"Sounds like good clean intellectual fun," was Dr. Richard Walton of Harvard's response to the invitation to participate in the symposium. The title he gave to the paper he is preparing is "Demystifying the Restructuring of Work," and in this he plans to talk about the peddling of proprietary packages and the irrelevant, silly use of academic jargon.

Dr. Harry Levinson's response was glad acceptance of a theme that he thinks deserves to be considered seriously and deeply with fun. The title of the paper he is preparing is, "Gallivanting Gnosticism and Galloping Ghosts." What he plans to include under that caption is a consideration that as a profession we

have been guilty of riding bandwagons built on cliches which, as classifications, represent poorly what we know about human functioning.

Dr. Alderfer of Yale was the first man to accept the invitation to participate in the symposium and his acceptance was preceded by four rejections by people who were well known in the field but didn't have the journalistic flair or humor to participate in the theme as given and who were not perceptive of the meaning of Nevit Sanford's idea of the psychology of social action, one frame of which is: "In terms of balancing human values, I would give the enjoyment of life first priority and justify that on the grounds that if you don't know how to enjoy life, you are going to be a burden to other people." Alderfer, evidently, was the first who apparently agreed with Sanford's values and was glad to accept.

Dr. Raymond Katzell of New York was the last one to join the group of participants willingly and gladly. He, too, expressed the opinion that this symposium should be one that we ought to have fun with. The title he gave his presentation was, "Are I/O Psychologists Leaders or Followers?" What he plans to consider is whether we as psychologists lead public opinion on behavioral issues or whether we are supposed to follow the trends initiated by others. He has suggestions about the situation and how it can be improved.

The discussant will be Dr. Walter Nord. He is, in part, responsible for selecting this theme. The chairman of the symposium, Dr. Meltzer of Washington University, jokingly suggested this as a possible theme and Dr. Nord immediately picked it up and insisted that we use it. We decided to do so and look forward to favorable reactions with fun.

Thanks to the efforts of our president-elect, Dr. Doris Kraemer, the symposium will be co-sponsored by Division 14 (Industrial/Organizational) and Division 32 (Humanistic).

PROPOSED GUIDELINES FOR A SPECIAL ISSUE OF THE INTERNATIONAL REVIEW OF APPLIED PSYCHOLOGY ON PSYCHOLOGY AND UNIONS

A special issue of the INTERNATIONAL REVIEW OF APPLIED PSYCHOLOGY is being prepared for 1980 publication. Interested authors are invited to read the following guidelines and correspond with the Issue Editor about possible contributions to this issue.

1. It is planned that the issue will focus on activities of psychologists as these relate to the functioning of labor unions (a) in relation to the internal operation of the union, as in studies of leadership, morale, education of new members, etc.; (b) in relation to the interaction of union with employer or employers, as in bargaining, strikes, grievance handling, Quality of Work Life projects, etc.; and (c) in relation to the public, as in communications and political action. Articles must have a clearly defined relevance to scientific or professional aspects of psychology. Preference will be given to research studies or reports of professional participation by psychologists. This does not rule out observational studies (e.g., based on mass media reports) but such will have a lower priority. Articles merely stating the author's opinion, whether favorable or unfavorable to unions, are not acceptable.
2. Preferred length of contributions is 2,500 - 5,000 words; however, exceptions will be made at either end of this scale for particularly valuable material.

3. Cross-national comparisons are encouraged; however, it is assumed that most papers will deal with phenomena within a single country.
4. Papers must be typed, double-spaced, in French or English. A summary must be provided for translation into the alternate language.
5. The deadline for draft papers is Sept. 15, 1979. When a draft or proposal is submitted, the Issue Editor will offer comments and suggestions. Deadline for final revisions is Nov. 15, 1979. Preliminary inquiries describing a proposed paper are welcomed, and will receive a prompt reply. Such inquiries should be in English and addressed to the Issue Editor: Dr. Ross Stagner, Department of Psychology, Wayne State University, Detroit, Michigan, 48202, USA

Union-Psychologist Cooperative Efforts Public Policy and Social Issues by Neal Schmitt

As part of a continuing project to increase union-psychologist interaction, the Committee on Public Policy and Social Issues requested information on past instances of such involvement by I/O psychologists in the May, 1978 issue of *TIP*. The following is a brief description of such instances of union-psychologist cooperation both in research and problem-solving which were reported to us.

Selection for Apprenticeship Programs. Vernon, Williams, and Hodgson, a consulting firm in Chicago, have developed and validated a testing program for the Chicago District Council of Carpenters for the selection of apprentice carpenters. The validation study indicates the tests are valid and fair to minority applicants. The Advanced Research Resources Organization located in Washington, D.C., has continued to work for several years with the International Union of Operating Engineers. Under the direction of Sidney Fine, a task analysis of the operation of some 20 pieces of heavy construction equipment from field observations and interviews has been performed. A set of 100 tasks was developed and validated with the help of training specialists from union training programs throughout the country. Using the task analysis and performance standards, a diagnostic and achievement measure of bulldozer operator competence to be used in apprenticeship training was developed. Other similar measures are being developed for other pieces of heavy equipment such as the backhoe, loader, grader, and scraper.

Quality of Work Life Projects. In 1974, the National Quality of Work Center was set up as an affiliate of the Institute of Social Research at the University of Michigan. The goal of this center was to promote joint union-management projects in which employees would become actively involved in designing and implementing organizational change. The plan also involved an independent evaluation of the effects of both quality of work life and organizational effectiveness. As of mid 1978, nine different projects were ongoing involving 13 unions and a large number of different psychologists. Locals of such unions as United Mine Workers, the United Auto Workers, and B&CWI have jointly planned Quality of Work Life projects with management and psychologists. Some of these include the United Auto Workers-Harmon International project at Bolivar, Tennessee; and the United Auto Workers-Rockwell International project in Battle Creek, Michigan. Under the direction of Ed Lawler, psychologists at the University of Michigan, Northwestern, Columbia, Carnegie-Mellon, and the Battelle Human Affairs Research Center in Seattle have served as

consultants and evaluators of the programs. These projects have addressed such problems as job design, training, safety, and organizational communication.

Union-Management Negotiations. For many years, Ross Stagner at Wayne State University has worked closely with unions and management in an attempt to more clearly understand what produces cooperation and conflict between union and management. In the bargaining process itself, he has suggested that psychologists may serve a useful role in enabling both parties to deal with the kinds of misperceptions and seemingly irrational behavior that often occurs.

James Martin, also at Wayne State, who has been working with unions of governmental employees on bargaining and grievance problems, indicates that the quality of the union-management relationship can be significantly improved by such consultation.

Organizational and Communication Problems. Walter Gershenfeld and Stuart Schmidt of Temple University are currently directing a project funded by the U.S. Department of Labor which involves an in-depth organizational behavior study of eight large union locals. Both rank-and-file members and union stewards will be asked to respond to questionnaires and some will be interviewed. One focus of the study will be the union steward and the way he/she spends time, perceives her/his job and the problems associated with it, and what might help a union steward be more effective.

Solution of Social Problems. Theodore Purcell and Gerald Cavanagh of Georgetown University had considerable union support and cooperation in conducting the research interviews that resulted in the book entitled, *Blacks in the Industrial World*. The book's focus was on the identification and appreciation of the problems minorities face in their attempt to achieve equal opportunity in the workplace. The cooperation of unions such as the IUE, UE, the Sheetmetal Workers and the UAS was central to the success of this research endeavor.

Participation in Union Related Activities. Greg Huszco of Eastern Michigan University completed a research project with the aid of the United Auto Workers in 1975. The goal of his project was to understand what factors were associated with active union members. He has continued to be involved with the educational activity of the UAW at their Black Lake facility.

Absenteeism and Settlement of Grievances. Donald King and Jack Sherwood of Purdue University were involved as consultants in a joint union-management project over a three year period. The project began with an attempt to ascertain how both union and management perceived the history of their relationship as well as their current problems. The consultants identified two problems—absenteeism and procedural difficulties in the settlement of grievances—as being the mutual concern of union and management. The last stage of the project involved joint action on these two problems.

Union Commitment. Mike Gordon and his colleagues at the University of Tennessee have developed and begun to explore the correlates of a union commitment scale. Their research is directed toward determining who becomes committed to the union and how this commitment develops and further what this commitment means in terms of attitudes and behavior relevant to the union and its members.

We are planning to use the material summarized in this short article to develop a brochure which explains our activity to potentially interested union personnel.

What? Response Bias In My Questionnaire Data! by Wednesday Night Social Club*

A Note From The Underground
By Respondent No. 5542

The little men in untold legions
Descend upon the private regions.
Behold, my child, the questionnaire,
And be as honest as you dare.

"As briefly as possible, kindly state
Age and income, height and weight.
Sex (M or F); sex of spouse
(or spouses - list).

Do you own your house?
How much income goes for rent?
Give racial background, by percent.
Have you had, or are you now having
Orgasm? Or thereunto a craving?
Will Christ return? If so, when?
(kindly fill this out in pen)
Do you masturbate? In what style?
(fill and return the enclosed vial)
Do you eat, or have you eaten
Feces? Whose?

And were you beaten?
Was your mother? Sister? Dog?
(attach descriptive catalogue.)
Have you mystic inspiration?
Our thanks for your co-operation."

Distended now with new-got love,
Our plump and pleasant men-of-war
Torture whimsey into fact,
And then, to sanctify the act,
Cast in gleaming, ponderous rows,
Ingots of insipid prose.
A classic paper! Soon to be.
Rammed down the throats of such as we.

*As in previous issues, this selection was not written by the WNSC, but rather, submitted to it for evaluation. A good way to visualize the WNSC is as a gigantic "funnel of foolishness" through which all important matters of I/O psychology pass.

New Fellows?

Please consider which of your colleagues and former associates should be nominated for Fellowship status in Division 14. Nomination forms are available upon request. Please call or write Mel Sorcher at Richardson-Merrell, 10 Westport Road, Wilton, Connecticut 06897 or call (203) 762-2222. Time is very short.

Position Opening(s) by BJB

Jacksonville State University: The Department of Psychology is seeking Ph.D. applicants for an academic position in industrial/organizational psychology beginning in fall, 1979. Applicants with experience in business industry will be given preference. Teaching duties may include such courses as social psychology, personnel psychology, organizational theory, human relations, consumer behavior, or engineering psychology. Salary is competitive, and excellent fringe benefits are provided. There are also numerous opportunities for consulting in the immediate area. Send vita, transcripts, and three letters of reference to: **Jerry B. Wilson, Head, Department of Psychology, Jacksonville State University, Jacksonville, AL 36265.** An Equal Opportunity/Affirmative Action Employer.

Civil Service Commission: Seeking a psychometrician. Salary open. Applicants must have had M.S. in Psychology, Ph.D. preferred. Must have a minimum of 5 years experience in tests and measurement including job analysis, test construction, analysis, validation, and research. Submit resume with salary requirements to: **William K. Clark, Civil Service Commission, Room 215, City Hall, Cincinnati, OH 45202.** The Civil Service Commission is an equal opportunity/affirmative action employer.

PSYCHOLOGIST FOR PARTNERSHIP: significant opportunity exists for a consulting psychologist to join a well-established Minneapolis firm. Doctoral degree in I/O Psychology or Organization Behavior required. Career opportunities include evaluation and assessment activities as an entree to human resource consulting within client organization. Partnership potential a strong factor. Minimum travel, excellent benefits, financial package negotiable. If interested in a challenging career, reply to: **DR. JAMES MARTIN, ROBERT-MARTIN CONSULTING PSYCHOLOGISTS INC., 4028 IDS CENTER, MINNEAPOLIS, MN. 55402.** An Equal Opportunity/Affirmative Action Employer.

Matching Quiz Answers

1.g 2.e 3.b 4.a 5.d 6.f 7.h 8.c

ANNOUNCEMENT

The Department of Psychology at Virginia Polytechnic Institute and State University is pleased to announce the Second Annual Symposium on Applied Behavioral Science to be held May 17th and 18th, 1979. Scheduled speakers are **C.J. Bartlett, M.R. Blood, W.C. Byham, W.C. Hamner, C.L. Hulin, W.A. Owens, and P.C. Smith.** For information, write Joe Sgro, Department of Psychology, Virginia Polytechnic Institute and State University, Blacksburg, Virginia 24061.

ANNOUNCEMENT

Having trouble receiving **TIP**? If so, write the APA Circulation Office, 1200 Seventeenth St., N.W., Washington, D.C., 20036. **TIP** uses mailing labels purchased from APA; all address changes are handled through the Circulation Office.

ADVERTISE IN TIP - TARGETED AUDIENCE

The **Industrial-Organizational Psychologist** is the official newsletter of the Division of Industrial-Organizational Psychology, American Psychological Association. As such, it is distributed four times a year to the entire membership, now numbering in excess of 1500. This group includes both academics and professional-practitioners in the field. In addition, **TIP** is distributed to many foreign affiliates, many graduate students in the field, and to the leaders of the American Psychological Association generally. Present distribution is approximately 3000 copies per issue.

Advertising may be purchased in **TIP** in units as small as the half-page and up to double-page spreads. In addition, classified ads are available — presently at a small charge to members for certain limited space ads (e.g. positions available). For information, or for placement of ads, write to **John Duffy, School of Management, State University of New York, Binghamton, N.Y. 13901.**

RATES PER INSERTION	Size of Ad	Number of Insertions	
		One time	Four times
	Two-page spread	\$250	\$180
	Cover	175	135
	One-Page	150	110
	Half Page	100	70

PLATE SIZES	Size of Ad	Vertical		Horizontal	
		One Page		4-1/2"	
		Half Page		4-1/2"	

OTHER INFORMATION Printed by offset on offset stock, saddle stitch binding.

CLOSING DATES March 15, June 15, September 15, and December 15.